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STRATEGIC LEADERSHIP  
U.S. ARMY WAR COLLEGE  
CARLISLE, PENNSYLVANIA**



## INSIDE THIS ISSUE

- **Unified Quest 2009**
- **Talking the Talk: Why Warfighters Don't Understand Information Operations**
- **U.S. Army Central 2009 Land Forces Symposium: *Land Forces' Challenges in a Full Spectrum Environment***
- **Allied Rapid Reaction Corps Public Affairs Symposium**
- **The Militarization of the Collective Security Treaty Organization**
- **Presentations on Command and Control**

### **UNIFIED QUEST 2009**

**Professor James Kievit**  
*Operations and Gaming Division, CSL*  
**Mr. John Auger**  
*Booz Allen Hamilton, Inc.*

Unified Quest is an annual Army study effort focused on capabilities and capacities required to meet potential future strategic, joint force, and tactical challenges. The Unified Quest 2009 (UQ-09) "Campaign of Learning" included nearly a dozen distinct but coherently-related seminars, workshops, and simulations conducted at various locations around the country between October 2008 and May 2009. Three of the major UQ-09 activities, the STAFFEX, the Army Future Game (AFG), and the Senior Leader Seminar (SLS), were hosted by the Collins Center at Carlisle Barracks.

#### **UQ-09 STAFFEX**

The Collins Center hosted the Unified Quest 2009 STAFFEX from 30 March through 3 April. As the Department of the Army's Executive Agent, the U.S. Army Training and Doctrine Command (TRADOC) cosponsored this event together with the U.S. Joint Forces Command and the U.S. Special Operations Command. STAFFEX was the final preparatory event before the annual AFG and developed plans for the first game turn, wargamed the first turn, and framed issues for discussion at the AFG by a global strategic panel.

STAFFEX participants were organized into four regional panels focused on the U.S. Southern Command, U.S. Pacific Command, U.S. Central Command, and U.S. Northern Command areas of responsibility in the 2018-2025 timeframe. Each regional panel was composed of a Blue component team – representing the U.S. forces, friendly coalition forces, and friendly host nation forces; an Adversary component team; and a Green component team representing the opinions and interests of U.S. and host country populations.

In addition to the regional panels, there was a White Cell and a group of Integrated Product Teams (IPT). The White Cell framed issues that arose in the four regional panels for discussion by the Global Strategic Panel at the AFG. The IPTs were composed of selected panel members and subject matter experts who explored the specific areas of Intelligence, Surveillance and Reconnaissance (ISR), Cyber Warfare, Space Operations, Army Force Generation, and an IPT focused on the development of an Interim Field Manual on Commander's Appreciation and Campaign Design.

Before the start of the STAFFEX, a team of students from the School of Advanced Military Studies designed a campaign and wrote a campaign directive for each of the four regional panels. During the first portion of the STAFFEX, each regional panel's component teams planned activities for Turn #1 of the May AFG. These plans described the tactical actions that were intended to implement the broad approach described in the campaign directive. On the last two days of STAFFEX, the Blue, Adversary, and Green cells on each panel wargamed, evaluated, and resolved Turn #1. The outcome of the panel adjudications determined the conditions for each panel at the start of the AFG in May.

#### **UQ-09 Army Future Game**

The first week of May 2009 the Collins Center served as the host for the Unified Quest AFG and SLS. The AFG took up where the STAFFEX ended and executed game Turns #2, #3, and #4. The AFG, in addition to the STAFFEX structure also included a "Case B" Executive Committee, comprised of senior military and civilian officials, who examined issues related to the Chief of Staff of the Army's intent for UQ-09 to "identify required capabilities and capacities land forces must integrate with essential partners to overcome national challenges posed by hybrid threats in an era of Persistent Conflict in order to provide DOTMLPF recommendations for the Office of the Secretary of Defense, Joint

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Staff, DA, and TRADOC, and for other agency consideration."

While the regional panels and Case B participants conducted the game moves, IPTs and subject-matter-expert analysts monitored the activities and framed insights and observations for discussion in the SLS conducted on 8 May 2009.

#### **UQ-09 Senior Leaders' Seminar**

The Unified Quest 2009 series of events culminated with the SLS, co-chaired by the JFCOM and TRADOC commanders. The SLS included senior leaders from the joint and international military communities and the interagency community as well as selected AFG participants. The initial insights gleaned during the STAFFEX and AFG were presented and debated.

A briefing of the conclusions of the SLS session will be presented to the Chief of Staff of the Army, most likely in July. Meanwhile initial planning for the Unified Quest 2010 series of activities is already underway.

#### **CSL**

### **TALKING THE TALK: WHY WARFIGHTERS DON'T UNDERSTAND INFORMATION OPERATIONS**

**Dennis M. Murphy**  
Information as Warfare Group

The value of information as a military enabler has always been a factor in warfare. But the rapid evolution of the information environment has caused information to rise in importance to where it is effectively used by adversaries as an asymmetric weapon of choice. The improvised explosive device may be a tactical kinetic weapon, but it is, more importantly, a strategic information weapon when the detonator is paired with a videographer. In an attempt to both counter this information-savvy enemy, as well as exploit that same environment to achieve military objectives, the United States military has struggled to establish definitions and doctrine concurrent with applying those nascent concepts in combat. The result is a developmental process that has muddied the waters outside the very narrow subset of military service members and academicians who claim some form of "information" as their primary specialty; ironic, given the communications and mar-

keting expertise espoused by some of those very same practitioners.

A review of current military and U.S. government information-related lexicon and definitions points out a very obvious flaw: this stuff is confusing...and in some cases, self-defeating. It's time for a doctrinal pause to allow a clean slate review of information operations, strategic communication and, yes, cyberspace operations. Such a review may find that simpler is better.

In a CSL issue paper, originally published in the IO Journal, Professor Dennis Murphy of the Center for Strategic Leadership discusses this dilemma. To read the entire paper go to <http://www.carlisle.army.mil/DIME/documents/IP%204-09%20-%20Talking%20the%20Talk.pdf>.

#### **CSL**

### **U.S. ARMY CENTRAL 2009 LAND FORCES SYMPOSIUM: LAND FORCES' CHALLENGES IN A FULL SPECTRUM ENVIRONMENT**

**Professor Bernard F. Griffard**  
Professor of Strategic Logistics, CSL

Recognizing the criticality of effective full spectrum operations within the U.S. Central Command (USCENTCOM) area of responsibility, the Commander, U.S. Army Central (USARCENT) focused the 2009 Land Forces Symposium (LFS 2009) on *Land Forces' Challenges in a Full Spectrum Environment*.

Conducted April 20-23, 2009 at the Serena Beach Hotel, Mombasa, Kenya, LFS 2009 was co-hosted by the Kenya Army (KA) and USARCENT. General George W. Casey, Jr., Chief of Staff, U.S. Army, and Lieutenant General James J. Lovelace,

Commander, USARCENT, led the U.S. delegation while General Jeremiah M. Kianga, Chief of the General Staff, Kenya Armed Forces, and Lieutenant General Jackson K. Tuwei, Commander, Kenya Army were the senior Kenya military hosts.

Since theater security cooperation efforts in the Horn of Africa transfer to the U.S. Africa Command (USAFRICOM) in Fiscal Year 2010, five East African nations joined the eighteen Central Region Land Force Commanders or their representatives at the LFS 2009. Presentations by General William E. Ward, Commander, USAFRICOM, and Major General William B. Garrett III, Commander, U.S. Army Africa (USARAF) familiarized symposium attendees with the USAFRICOM vision and mission.

The importance of the symposium for the Land Forces delegates, East Africa, and the African continent as a whole was emphasized by His Excellency Honorable Mwai Kibaki CGH, MP, President and Commander-in-Chief of the Armed Forces of the Republic of Kenya in his opening remarks. In his address to the delegates, President Kibaki acknowledged the criticality of the comprehensive operational approach of full spectrum operations in achieving acceptable political end states.

Key topics discussed included "Global Trends Impacting the Central Command and the Horn of Africa Operating Environment," "Full Spectrum Key Enablers," and "Multi-National Army Training and Preparedness." The U.S Army War College once again supported the USARCENT commander by providing Professor Bernard F. Griffard as the LFS 2009 moderator, and Professor Dennis M. Murphy, as a featured panelist, whose



**U.S. General George Casey and Kenyan Lieutenant General Jackson Tuwei**

topic was “New Media and Military Operations.”

LFS 2009 proved to be an excellent vehicle for surfacing the challenges of executing full spectrum operations. The reality that peace and security issues cannot be isolated from development issues, and the understanding by the participants that land forces must be capable of simultaneous offensive, defensive, and stability operations across the full spectrum of conflict, proved the value of this event.

A CSL Issue Paper covering the symposium may be accessed at: <http://www.csl.army.mil>.

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## **ALLIED RAPID REACTION CORPS PUBLIC AFFAIRS SYMPOSIUM**

**Dennis M. Murphy**  
*Information in Warfare Group*

Exercise ARRCADE INDICO, Headquarters Allied Rapid Reaction Corps’ (ARRC) annual public affairs exercise, explored the relationship between the military and the media as well as the overall information battlefield within the contemporary operating environment, with invited attendees from Supreme Headquarters, Allied Powers Europe (SHAPE), North Atlantic Treaty Organization (NATO) component command headquarters, NATO High Readiness Forces, the ARRC’s subordinate and affiliated formations, ARRC command group, and key staff. Headquarters, ARRC, as a High Readiness Force (Land) headquarters, is to be prepared to deploy under NATO, European Union, coalition or national auspices to a designated area, to undertake combined and joint operations across the operational spectrum. In summer 2009, Headquarters ARRC will become the “on call” headquarters for the Land Component of the NATO Response Force. This headquarters could deploy anywhere in the world on short notice to conduct operations on behalf of NATO. The NRF is a highly ready and technologically advanced force made up of land, air, sea and special forces components that the Alliance can deploy quickly wherever needed.

The exercise took place from 3-5 June 2009 at ARRC headquarters, Moenchengladbach, Germany. By focusing on

lessons learned from real operations, the symposium provided utility and relevance to the ARRC’s preparation for its assumption of the NATO Response Force mission as well as its interaction in the NATO public affairs command structure. Speakers and panelists included: Ms. Caroline Wyatt, Defence Correspondent for the British Broadcasting Corporation; Ms. Lorna Ward, Producer for Sky Television and a combat veteran of Operation Iraqi Freedom as a combat camera team leader; and Mr. Chris Riley, NATO director of Media Operations and Strategic Communication. Additionally, Lieutenant General ARD Shirreff addressed the forum discussing in detail his experiences with the media as a division commander in Iraq. Following presentations, the symposium allowed for breakout syndicates that provided media interview training opportunities and ARRC staff discussions of the role of information and media in the military planning process and future mission execution.

Professor Dennis Murphy, Center for Strategic Leadership, opened the event with a presentation entitled “Fighting Back: New Media and Military Operations.” Professor Murphy used two case studies: the 2<sup>nd</sup> Lebanon War of 2006 and Operation Cast Lead (the December 2008 Gaza incursion) as examples of the importance of information enabled by new media as a warfighting function. Murphy defines new media as “any capability that empowers a broad range of actors (from individuals through nation-states) to create and disseminate near-real time or real time information with the ability to affect a broad (regional or worldwide) audience.”

Murphy’s presentation argued that the key to proactively managing the information environment lies in a clearly stated *information endstate* within the commanders intent, that is, a description of what the information environment will look like at the end of the military operation. A properly articulated information endstate will drive both planning and execution of the military operation with sensitivity toward the new media environment. Military courses of action will be analyzed against this vision and subordinate military units will carry out the operation in order to meet the endstate described within the intent. Sensitized to the commander’s intent, planners “wargame” the courses of action with that

endstate in mind. Additionally, the information end state will drive *how* subordinate units carry out their mission. Further cognizant that the information environment is such that the unexpected “wildcards” will likely appear (planted misinformation claiming collateral damage and civilian deaths for instance), Murphy indicates that the military planning process allows for these “what if” situations through branch planning. While branch planning cannot account for every possible wildcard (thus the name) it should anticipate that wildcards will occur and, at a minimum, establish procedures to deal with them.

Murphy later presented on specific emerging new media capabilities with Ms. Wyatt who offered insights as to the impact of new media on mainstream media practices. He also participated with the ARRC planning staff in discussions regarding incorporation of his concepts in their planning processes and its relevance to potential military operations.

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## **THE MILITARIZATION OF THE COLLECTIVE SECURITY TREATY ORGANIZATION**

**Major (P) John A. Mowchan**  
*Strategic Intelligence Officer, CSL*

Russia has reenergized its efforts to evolve the Collective Security Treaty Organization (CSTO) from a largely symbolic political organization to a more cohesive military security alliance. At the forefront of these efforts is a Russian-led plan to create a new CSTO Rapid Reaction Force (RRF) and a larger Central Asian Military Group. While both initiatives are still in the initial phase of development, the militarization of the CSTO alliance and its transformation into a credible security organization could bolster the Kremlin’s ability to limit U.S. and Western influence in Eurasia. It could also allow Russia an enhanced ability to increase its control over former Soviet-controlled states and re-create an alliance similar to the Warsaw Pact.

Following the August 2008 war with Georgia, Russian President Dmitriy Medvedev called for member nations to increase the military capabilities of the CSTO organization. During a February 2009 CSTO summit in Moscow, the heads of state agreed to establish a new 16,000 man RRF

to meet a wide array of Central Asian security challenges. In concert with this, the Kremlin also reintroduced a plan to establish a larger Central Asian Military Group using the armed forces of CSTO member states. Russia's renewed emphasis to transform the CSTO alliance is likely a result of multiple causal factors highlighted in the country's new National Security Strategy released in May 2009. However, there are two larger strategic issues driving Russia to militarize the CSTO: NATO's continued expansion eastward and the spread of radical Islamic militancy as a result of the growing instability in Afghanistan and northwest Pakistan.

While a cohesive CSTO with a powerful military force could eventually evolve into a credible alliance that helps stabilize Central Asia, it is more likely that the alliance will become a Russian tool used to achieve Moscow's strategic objectives throughout Eurasia. To prevent this, the U.S. and Europe should accelerate diplomatic and economic efforts that not only improve bilateral relations with individual member states but also exploit diverging national interests within the alliance. Seizing the initiative now will more than likely create strategic conditions that help protect U.S. and European interests in Eurasia while at the same time minimizing Russian attempts to dominate the region.

A CSL Issue Paper on this subject is available online at: [http://www.csl.army.mil/usacsl/publications/IP\\_6\\_09\\_Militarization\\_of\\_the\\_CSTO.pdf](http://www.csl.army.mil/usacsl/publications/IP_6_09_Militarization_of_the_CSTO.pdf).

## PRESENTATIONS ON COMMAND AND CONTROL

### **Mr. William O. Waddell**

*Director, Command and Control Group*

### **Mr. Kevin J. Cogan**

*Booz Allen Hamilton*

The April-June 2008 edition of this publication announced the August 2008 presentation by Mr. Cogan at the German Bundeswehr/AFCEA-Bonn Chapter Network Centric Warfare (NCW) conference in Koblenz. His presentation was entitled "Sense-Shoot-Command on the Battlefield After Next" and provided a glimpse of how the speed of technological advancement may initiate a shift in the application of the Observe-Orient-Decide-Act loop for future warfare. His presentation was so well received that it was translated into German and published in the May 2009 edition of *Strategie und Technik*, Bonn, Germany.

In May 2009, Mr. Cogan also gave a presentation on technology issues for NCW Europe 2009 conference in Cologne, Germany. The presentation highlighted the emerging technologies that are expected for NATO's Network Enabled Capability (NNEC). He co-hosted the session with Mr. Fred Stein of the MITRE Corporation, an original author of the book *Network Centric Warfare*.

Lastly, Mr. Cogan and Mr. Waddell submitted a refereed paper and accompanying presentation to the 14<sup>th</sup> International Command and Control Research

and Technology Symposium (ICCRTS), held in Washington, DC, from 15-17 June of this year. The theme of the symposium was *Command, Control and Agility*. Presented to the symposium by Mr. Cogan, the paper, entitled "The New Chemistry of Command and Control," offers an analogous way to envision organizational adaptation using the language of chemistry to address adaptability and agility. Whereas it is necessary for military organizations to adapt to the range of challenges across the full spectrum of conflict, agility is the measure of speed of which the adaptation occurs. An analogous way to envision how military organizations achieve adaptation is to use the language of science which is generally immutable and unambiguous. This is important since, with over 6000 spoken languages and dialects in the world today, human language does not always convey accurate intent when military units are composed of international coalition forces. Chemical isomers were used as a metaphor for structuring complex human organizations for future operational requirements. Isomers represent different constructs with different properties although the composition of chemical elements and atomic weight remain the same. A full version of the paper is in the Proceedings of the 14<sup>th</sup> ICCRTS found at [http://www.dodccrp.org/events/14th\\_iccrts\\_2009/papers/014.pdf](http://www.dodccrp.org/events/14th_iccrts_2009/papers/014.pdf) or at <http://www.csl.army.mil/Publications/Studies.aspx>. An accompanying CSL Issue Paper on the subject are also available at <http://www.csl.army.mil>.

This publication and other CSL publications can be found online at <http://www.csl.army.mil>.

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U.S. ARMY WAR COLLEGE  
Center for Strategic Leadership  
650 Wright Avenue  
Carlisle, PA 17013-5049  
OFFICIAL BUSINESS  
650 Wright Avenue  
Carlisle, PA 17013-5049